

Visioning & Expectations

Day-1 Report

SDL-9 AT BOSTON

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Visioning & Expectations



Day-1 Report



After the openings, some point from Dr. Tom Kenzie:

- Some key point in SDL as for all of us to understand and to begin with:
- The SDL creates space to think, to reflect and to plan the future of dentistry and the oral health goals. This SDL is the opportunity to expand the powerful network globally and enlighten us to new knowledge and perspectives
- Tom remind us the overall aims of SDL as :(1) to further enhance the leadership skills (2) establishing international network and enhance collaboration (3) to manage the ever changes world situation
- To achieve the goals then we need the core competencies such as (1) strategy and being strategic including scenario planning abilities; (2) leadership capacity, understanding own style and expanding it; (3) manage changes, leading it.
- In short, combine it into “leading strategic change” for a goal of improving oral health globally. In other words, bounding spanning leadership, locally and globally, ie beyond borders, to developing globally adaptive leaders that have characteristics as follows:



- (1) cosmopolitanism
- (2) sensible fearlessness
- (3) insatiable curiosity



- (4) suspension of judgment
 - (5) graceful ease, all are the keys for adapt for ever changing world with complex multifactorial causes for dental health situation in all areas in the world, ie developed and developing countries.
- To start with all of us to formulate own agenda, as follows (1) your organization and your role (2) expectation in the SDL (3) establishing action plan during the session and making commitment to implement it.
 - Some challenges related to dental health goals are relate to HRH situations, including the quantity of HRH. In some area in the world, scarcity is still an issue, but interesting enough in some developing countries the reccomendation is also related to the quantity of HRH. Another issue role and function of ever dynamic situation (1) scarce dentist in some area and also problem of maldistribution (2) many health professions with grey area of role and function (3) defining each profession is important related to standard competencies and career developing (4) health profession interprofessional education is important
 - (1) International network is important (2) key success, indicator and the process of change and improvement (3) important key for suspend judgment
 - Beyond health
 - Using technology for dental public health goal, including Information Technology /Information System for healthy life style



RANDOM REFLECTION, by Professor Raman Bedi

Up to now there are more than 200 alumni SDL all over the world and it is a great assets to make change (!)

As we understand that the future is within our children, and the OH problem is there permanently especially in developing countries, this we should worry simply because we the profession, are not moving strategically.



Among other (1) chronic OH problems (2) relapse (3) costly health services that can be prevent if we have adequate and strategic vision(4) overload at clinics and hospital, simply because we miss the prevention components of DPH

The GCDF have many achivements including establishing “Declaration of Child Dental Health” as dental priority of 21st century. To achieve this synergy of academican, business and government for empowerment for achieving dental halth priority.

With this frame the Colgate palmolive with global linkage, and Henry Schein were starting the global child dental fund



Many works are currently running globally including in India, South Africa, Cambodia and other

There are new initiative to enrich the network, i.e., The alliance for a cavity free future (ACFF) with “every child born from 2026 should be free of caries”. Other development is related to develop the regional SDL program.

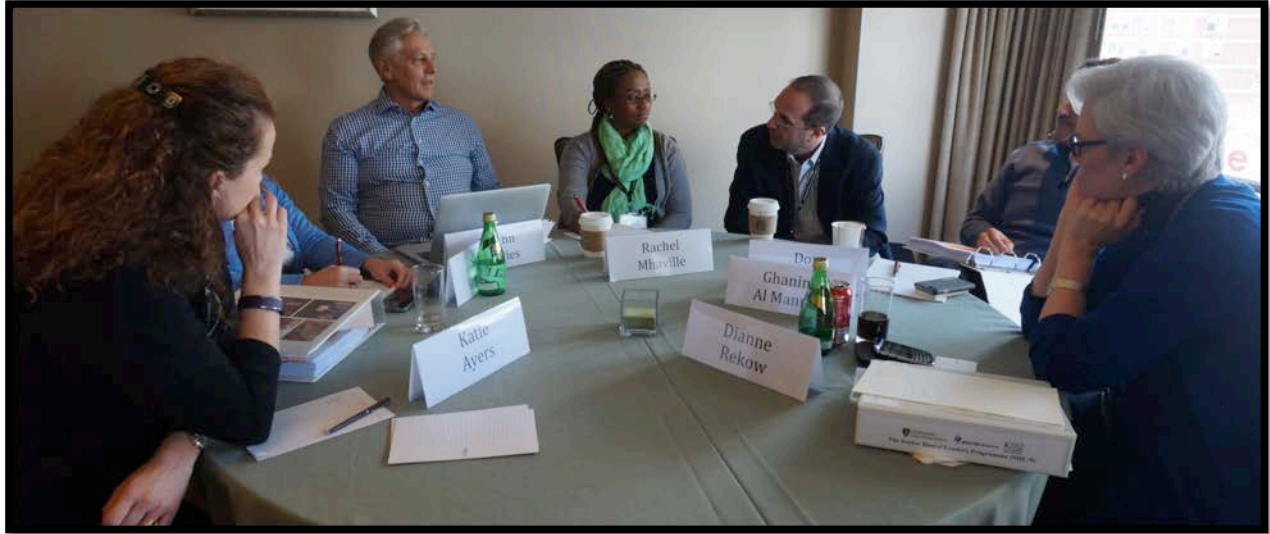
Another thing is to involve Public Health profession. In this matter WFPHA institution is as one strategic entry for mainstreaming the dental PH problem

Moving into different level is regulating the oral health risks including regulating industry related to infant feeding formula; tobacco; etc.

The full engaged DPH scenario and leveling are

1. Dental PH reform in terms of financing DPH. There must be an effort to calculate adequate funding/budgeting the DPH program. In some areas shown around 6%-9% of medical budget.
2. In terms of HRH for OH
3. In terms of DPH logistics and medicine
4. In terms of DPH health information system
5. In terms of quality of DPH care
6. In terms of community engagement for oral healthy life style

It is a big concern to all of us related to Department of DPH capacity at school of dentistry is so limited in almost part of world. It is urge to formulate strategic thinking to expand the DPH specialist program, either stand alone and/or with other program in each university.



Component-1: STRATEGY AND BEING STRATEGIC

Some points to bring home

1. Bring the present to the future, either in a position of strategic planning or scenario planning
2. Formal or informal plan
3. Effective plan and difficulties related to it

More important than strategy is to “being Strategic”, and here are some keys in DPH:

1. **Anticipating situations** eg using SWOT scenarios: Understanding living in ever changes world and persistent oral health problems, a share vision and values is important to mobilize resources
2. **Horizon scanning** and finding strategic position of DPH programming in terms of PESTEL frames including cultural consideration, simply health is cultural values and beliefs of each individual. Being healthy is goal of everyone with their own values, including “trust” to certain services, perceive hi quality of care, satisfaction etc. Therefore horizon scanning competencies should include cultural competencies. Furthermore, solving the problem is related to being inclusive, teaming up and synergism, so for example DPH can maistreaming into high priority health program eg MDG priority
3. **Have vision-mission and values** in the organization with 5 criteria to bring to the shared values and culturally work within the organization

4. **Prioritisation, implementation and integration.** Include in this are agenda planning, approaches for solution, and resources mobilisation
5. **Connectivity** internally from the top manager to field staff, and externally with key stakeholders. McKinsey frame for integration strategy to operations can be used.
6. **Measuring “there”** such as KPI as money as important as the process of planning the implementation and the monitoring the results
7. **Communicating “there”** including advocating key stakeholders (internally and externally) for the essence of plan and its processes, the implementation and the results



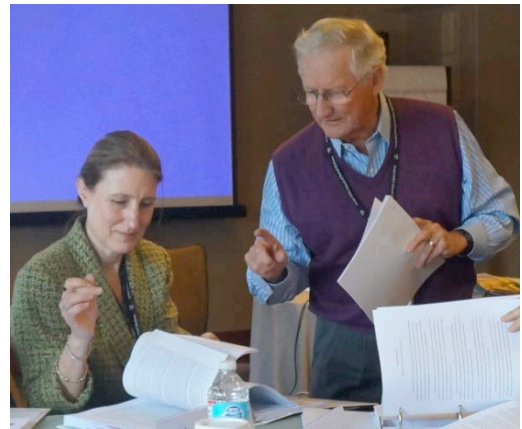
8. **Focused energy** ie HRH as key/core to success to implement “right man right place right time” as to mobilize and use resources appropriately, effectively and efficiently
9. **Investment in HRH** is important and therefore acces to higher education in DPH is important. There must be strong relationship between HRH supply sides (university and continuing professional development/CPD) and the services.
10. **Strategic disinvestment**, after looking at the SWOT changes. This is very critical since the situations come and go and the opportunity never comes twice.
11. Continuing the strategic into **strategic innovation**
12. **Strategic balance** of explicit and emergent strategy as we aware the SWOT and the priorities are ever changing



CASE STUDY BY PROF CHESTER DOUGLASS

The solutions for the case may vary but equally effective based on the need assessment:

1. Related to education of dental profession the potential solution is related to:
 - a. Optimizing existing education, ie the dental therapies
 - b. Develop dental medicine school based on need assesment and resource that are provided
 - c. Establish training for Voluntary Community Health Workers, not only use limited resource effectively, but more important open access of health care in rural with full engagement in the community
2. Related to national health policy, there are some policies that can be integrated to the benefit of oral health goals.
 - a. Elementary school curricula with oral health healthy life style, although long term but give solid foundation to the kids
 - b. Contract of giving fellowship to dental profession students for placement in rural area, after graduation



- c. Placement of dental profession student during education with problem based learning approach. This approach give opportunity the community for oral health healthy life stye
- d. Food policy related to flouridation salt
- e. Capitation scheme in the insurance system, that "push" the health provide provide complete 5-level prevention from promotion to rehabilitative

Dinner Presentation by SDL allumni

1. Professor Johann de Vries from Qatar
2. Dr Irene Adyatmaka from Indonesia

INNOVATION SCENARIO



3/3/2015

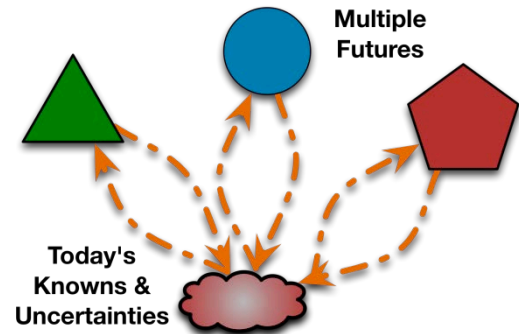
Day-2 Report of SDL-9 in Boston MA - USA

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innovation scenario

LEADERSHIP OF STRATEGY

Being strategic in different context can be seen in short-to-long terms and certainty-to-uncertainty spectrum, and there are two kinds of planning, ie (1) strategic planning in good management context and (2) scenario planning in extraordinary strategic leadership, ie, the scenario gives different perspectives of the future. The scenarios itself give anticipation, possible changes, and/or directions to establish.



Scenarios are pictures of the alternative futures created from the critical influences. The crucial skill is not to attempt to pick which scenario will actually happen – to guess the 'right future', as it were. Rather, the aim should be to 'imagine into being' and then explore a sufficiently comprehensive range of futures to avoid getting the future wrong

Steps to approach for scenarios:

- (1) Define time horizon(s) and area of strategic focus
- (2) Identify driving factors of change
- (3) Critical drivers
- (4) Establish some scenarios
- (5) Asses the implications



The results can be classified into importance scales and certainty scales quadrants as the implications of our scenarios. Given that we don't know which scenario will unfold, what should we do to prepare?

Some of the decisions we make today will make sense across all of the futures. Others will make sense only in one or two. Once we've identified those implications that work in all of the scenarios, we get on with them in the confidence that we're making better, more robust plans.

The link between innovation and scenarios

There are link between innovation to the concept of future, and one of the major challenges in the management of innovation is managing the future. The use of futures research in general and scenarios in particular in innovation processes are very important to the success of an innovation process.



The link between scenarios and innovation can be established further by:

1) the lead time of the innovation process. During the development time, many changes in, for instance, technology or business can take place.



2) the uncertainty of the innovation process, and it is very difficult to know in advance how an idea will evolve in the future and which developments it will encounter. We are concerned with two dimensions of uncertainty – ie, the innovation itself, and of the environment into which it will be launched at some future. During an innovation process, we need to make decisions about how to

cope with uncertain developments that influence the innovation, and these decisions may in turn lead to uncertain and unexpected consequences with regard to the innovation

This is a disruptive innovation, and it is because of, among others: (1) unexpected implication (2) unestimated external competition/new entrants

It is a challenge, but it can be met to resolve. The key is to:

- (1) Understand the dynamics of innovation and substitution.
- (2) Do not ignore your customers (current or potential).
- (3) Do not abandon an old technology just because it appears mature. Unless there are significant unmet needs in the drivers it was addressing, there may be no benefit to the new “better” technology.
- (4) At the same time, do not focus solely on how you can use your current technologies to address emerging drivers.
- (5) Implement processes that help anticipate and manage change.



DENTAL WORKFORCE IN THE FUTURE

1. Vast changes in many aspects of cognitive skills, but are still within the human capacity and its humantiy
2. Humanity and human capacity have ability to adapt, ie have certain softskills capacity to cope with future changes
3. The workforce should have a MIRACLE principles (Bachtiar, 2010) – ie,
 - a. **M**anaging the problem for solution; and further the future scenarios
 - b. **I**nnovation, ie always find new way for solution;
 - c. **R**eseacrh, ie using facts surrounding to understanding changes and predict futures
 - d. **A**pprenticing for perfection; and to prevent disruptive innovations
 - e. Live with your customers and community to serve the best (being **C**ommunitarian); and making innovation ever lasting.
 - f. **L**eading the organization for best performance



and innovations

- g. Educate people for better healthy life, as the end goals of innovation

NETWORKING CASE STUDY BY RAMAN DAN CHESTER

How to identify subject experts? Some steps can be followed:

1. Formulate the goals dan KPIs of the program
2. Identify possible approaches of promotive-preventive to curative with estimated cost, acceptancy, provider availability, and technology etc to develop a priority matrix.
3. Identify the stakeholders related to the program, with interest in preventive (stakeholder matrix). Those stakeholders are of academics – private/industry/comm leader/practitioners and govt leaders. To select them use social influence network to reduce stakeholders “on the table” and hence prevent difficulties in decisions
4. Establish global virtual stakeholder network of key opinion leaders, to always update the knowledge, ie managing knowledge on the matter.



TEAMS & TEAM WORKING



3/3/2015

Day-3 Report of SDL-9 in Boston MA - USA

Rapporteur: Irene Adyatmaka DDS PhD

TEAMS & TEAM WORKING

LEADERSHIP OF TEAMING UP

NO STRATEGY, but right people, right skills & behaviour, right choice, and right teams.

Teams & Teamworking

In today's world, almost everything is accomplished by teams. The prime advantage to working in teams is the ability to combine skills and talents. Collaboration is the lifeblood of any team. Even when project teams are not large or global, collaboration is essential.



Related to level of authority and amount of freedom in the team and we can dynamically move from “tells to delegates” depends on the need.

Team Leadership styles

Team leaders can be appointed in many different ways, ie through: promotion, nomination, election, delegation, volunteering, etc. Some make better leaders than others, as long as someone is interested and willing, with an idea of how to communicate well, understand the needs of others, offer support and be flexible, then they have the basics to develop their leadership skills continuously.



A leadership style is the manner and approach of providing direction for a team, implementing plans and motivating people to complete a task.

There are several different leadership styles, each with advantages and disadvantages. The dentist's services are constantly changing in response to changes in public expectations, the law and the current social environment and so the styles of leadership they use change and evolve too.



There are many functions of a team leader. These range from helping the team to decide how roles and responsibilities will be divided amongst its members to help coordinating the task and resolving interpersonal conflicts. The team leader is the contact point for communication between the team members. He or she should:

- (1) encourage and maintain open communication
- (2) help the team to develop and keep to a good way of performing and focusing on the task
- (3) be an active listener and show initiative when things become flat by building up rapport to help maximise performance
- (4) look to delegate their authority when appropriate and follow up on any points after a task has been attempted or completed
- (5) encourage the team members to reflect on the task
- (6) coordinate multi-agency responses such as emergency service or military teams working together to achieve a common goal.

Valuing diversity in a team

Collaboration is the act of working effectively with others to achieve a common goal. It needs to be built on trust, which can only be achieved through openness, consistency, and respect.



Respect means that team members see one another as vital parts of the team.

1. Openness means that team members are not afraid to say what is on their minds; They share information because they are confident that people won't make fun of their ideas.
2. Consistency means that each team member works, and interacts, in a consistent manner. This allows members of the team to know what to expect from one another.



Team management profiling

The Team Management Profile highlights an individual's major and related areas of work preference, including information focused on:

- Work Preferences
- Decision Making
- Leadership Strengths
- Interpersonal Skills
- Team Building
- Management Style



Benefit of this approach are

- Provides a practical model for effective teamwork in any context
- Gives an overview of how balanced the team is
- Promotes mutual understanding and respect
- Provides an opportunity for more open communication
- Gives guidance for personal and career development
- Highlights the importance of understanding and managing diversity
- Gives insights into how to resolve conflict
- Provides a complete approach to building and maintaining balanced, high-energy teams

Application of this approach are for:

- Team Building and Development
- Executive Team Coaching
- Conflict Resolution
- Team Analysis
- Improving Team Processes
- Leadership Development Programs



Effective team

Once we identify the profile of member of team's, we will be more able to do two crucial things:

- Understand communication in the context of the person.
- Adjust communication style and behavior as needed to get the results.

Those includes activities relate to:

- Advising
- Innovating
- Promoting
- Developing
- Organizing
- Producing
- Inspecting/monev
- Maintaining

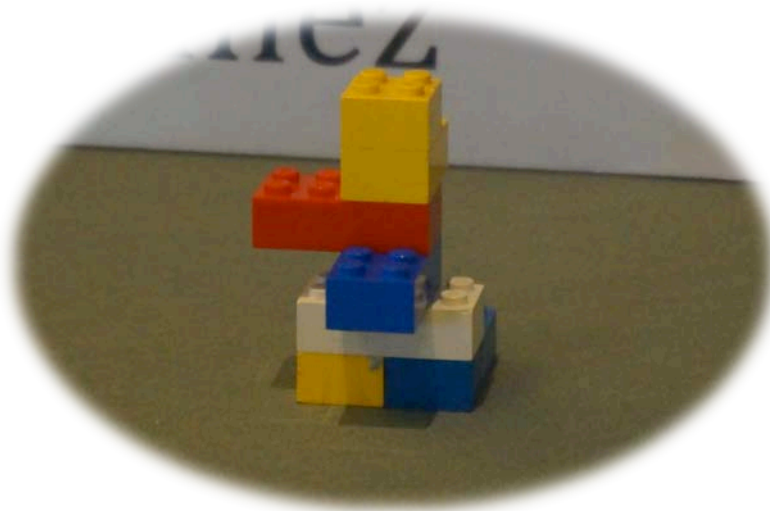


Leading clever people



In an economy driven by ideas and intellectual know-how, we recognize the importance of employing smart, highly creative people. But the “clevers” know their worth--and they know you have to employ them if you want their skills.

- They are organizationally savvy and will seek the company context in which their interests are most generously funded.
- They ignore corporate hierarchy; although intellectual status is important to them, you can't lure them with promotions.
- They expect instant access to top management, and if they don't get it, they may think the organization doesn't take their work seriously.
- They are plugged into highly developed knowledge networks, which both increases their value and makes them more of a flight risk.
- They have a low boredom threshold, so you have to keep them challenged and committed.
- They won't thank you--even when you're leading them well.



The trick is to act like a benevolent guardian: to grant them the respect and recognition they demand, protect them from bureaucratic organizational guidelines and politics, and give them room to pursue private efforts and even to fail. The payoff will be a flourishing crop of creative minds that will enrich the whole organization.

Dimension of leadership

1. Credibility: personal; professional; peer; positional
2. Curiosity: challenge; articulate goal; creativity
3. Collegiality
4. Capability
5. Character
6. Confidence

Dealing with resistance to change

People respond to change in different ways. Some are early adopters and eagerly embrace innovations. Some will never adopt a change; nothing can get them to embrace the innovation. But most people can be moved toward support if given sufficient time and information.

It all depends on Attitude to change (lo to hi) and energy for changes (lo to hi)

1. Player: hi Attitude and hi Energy
2. Spectator: hi and lo.
3. Victim and deep victim: lo and lo
4. Sceptic and cynics: lo and hi



The task is to move all members to player-side, and the strategy is:

1. Victim to spectator then to player, a step by step
2. Not Face to face communication with cynic

Ultimately, it all starts and ends with each individual's personal vision for his or her goals; commitment to make the changes; and willingness to take risks, support one another, work collaboratively, and abandon long-standing practices that are not successful.

